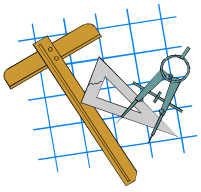
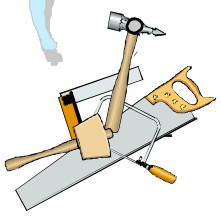
Commander's Procedural Guide

Obtaining Training In Support of EAF and Utilities Privatization

August 2000 Edition





HQ Air Force Civil Engineer Support Agency

Providing the best tools, practices, & professional support
to maximize Air Force Civil Engineer Capabilities
in base and contingency operations

PREFACE

Non-directive in nature, this document is designed to provide Civil Engineer Commanders, supervisors, and training managers with information necessary to meet training objectives lost or obscured due to on-going ***Utilities Privatization (UP) initiatives***. Additionally, the guide will provide suggestions on how to obtain expeditionary engineer training in support of worldwide ***Expeditionary Aerospace Force (EAF)*** deployments (to include the identification of resources provided by Headquarters Air National Guard (HQ ANG), Headquarters Air Force Reserve Command (HQ AFRC), and other non-DoD/AF educational sources).

With the advent of Defense Reform Initiative Directives (DRIDs) #9 & #49 directing DoD agencies to privatize utilities by 30 Sep 2003, many CE units will be challenged to acquire and maintain viable training programs for their enlisted personnel. More specifically, once a utility system becomes privatized, the Air Force Specialty's (AFS) training capability for Electrical Systems and/or Utilities may be substantially degraded.

In addition to current utilities privatization initiatives, the Air Force (AF) has steadily migrated to the EAF construct. Although the plan calls for a fair & systematic deployment process, adapting to the EAF culture has revealed many shortfalls in the way Civil Engineering (CE) conducts training. Prior to EAF, commanders were allowed flexibility to individually "choose" personnel to perform at respective deployment locations; consequently, many of the same Airmen and NCOs were repeatedly tasked for deployments. EAF, more specifically Air Expeditionary Force (AEF) guidance, indicates that **"all" individuals will likely deploy**, and as such, emphasizes the mandate that **individuals must be certified on all core tasks** within their respective AFSs, to include training on those **"hard to attain" contingency equipment items**. The overall goal of EAF is to ensure timely and equitable deployment of personnel to meet on-going mission requirements. Essentially a force management tool, AEF spreads AF mission requirements more evenly across the Total Force (active duty, Guard and Reserve). By operating on a known schedule, on-going deployments will become more predictable for Air Force members and their families. The EAF concept is intended to service two customers: commanders who require ready-to-fight Air Force troops and Air Force people who require more predictability and stability. In reality, the pool of deployable members will enlarge because deployments will no longer largely be restricted to members with unique contingency skills. In addition, the EAF has a goal of personnel deploying only once in a 15-month period. With these two factors in mind, CE Commanders must now ensure **all** assigned personnel are trained to meet their wartime roles.

Units that currently have training obstacles, other than EAF and utilities privatization challenges, should also find this publication very useful. For example, if a base only has underground electrical distribution systems, their electrical personnel must still certify on overhead distribution core tasks.

The Air Force Civil Engineer Support Agency, Training Division wishes to acknowledge the significant contributions of those MAJCOM and unit levels personnel who contributed to the development of this product.

As always, we welcome your ideas to improve this guide. Please send comments, suggestions, and training success stories to:

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A Guide to Obtain Civil Engineer Training in Support of *EAF* and *Utilities Privatization*

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CHAPTER 1

1.1. Utilities Privatization and Expeditionary Aerospace Force (EAF) Challenges

1.1.1. ***Utilities Privatization*** poses several challenges to commanders and supervisors; i.e., how do commanders and supervisors ensure the remaining CE personnel required to fill it's UTC commitment if any, meet minimum training requirements when their primary training systems and equipment are not available? It is possible a portion of a base's training capability may be lost when utility systems are privatized. Although accomplishment of affiliated "privatized" tasks will no longer be necessary for day-to-day installation engineering, completion of those very same tasks may still be required during expeditionary engineering. More specifically, core tasks in an enlisted personnel's Career Field and Education and Training Package (CFETP) are still as much a certification requirement *after* a specific system is privatized as it was before privatization. The bottom line: Hands-on certification of core tasks must still be accomplished.

1.1.1.1. Optimum Training Source

Although not a fail-safe option**, the most advantageous means of obtaining lost unit level training (Option A) could be to use the prospective utility owner.** Two primary reasons are:

a. a greater probability that the required training could be paid for in the utility bill as an overhead expense.

b. accessibility and flexibility of training on a scheduled, routine basis by experienced professionals. Training could be conducted locally and monitored more easily by the UETM)

To help units obtain this training source, HQ AFCESA/CEOC has developed a statement-of-work (SOW) training template to be used in conjunction with a Request For Proposal (RFP). Designed to acquire lost-training capabilities, each template should be reviewed, modified, and adapted to meet the respective needs of each unit. At a minimum, each RFP should include the minimum task requirements and frequencies necessary to maintain wartime readiness as identified in the respective CFETP. Likewise, stringent AF standards for certification, documentation, standardization, etc. must also be part of any contractual agreement

If the new owner cannot provide the necessary training (Option A), **then an Option B strategy must be developed and employed**. The exact composition of an Option B strategy will depend on the unique requirements of that particular base as well as the availability of resources needed to accomplish training. Whatever choice is used, a **comprehensive and recurring training plan** must be developed to maintain 100% certification and then maintain proficiency of all core tasks. Local training sources should be utilized when available to reduce TDY time for individuals and training costs.

1.1.2. ***EAF*** does not add any new training requirements to an individual's AFS. In fact, EAF as advertised requires very little change to the way we do business, with the exception of how we

deploy. Of course, this statement is only true if commanders and supervisors have met training expectations as identified in the respective CFETP. Unfortunately, however, some have not and as a result CE readiness in terms of trained and ready airmen has not always met its mark. Simply put, many airmen and NCOs are not fully core task certified and will require additional training and education prior to deployment. The following two paragraphs will explain this statement.

As stated in the *Preface*, the goal of EAF is to make deployments predictable, spread deployment requirements equitably among all personnel, and not deploy personnel more than once in a 15-month cycle. Prior to EAF, deployment taskings were often distributed with "line item remarks" requiring specific skills or experience, *e.g., Aircraft Arresting System Qualified, High Voltage Certified, etc*. As a result, many of the same individuals possessing these unique skills were deployed over and over again. Under AEF, deployment taskings will eventually lose their "line-item" requirements and focus on everyone vs. just a chosen few. Generally speaking, future AEF rotation requirements will not allow for selectivity. All AEF team members must be fully trained to meet worldwide expeditionary engineering obligations.

Uniquely, CE's peacetime mission is not always the same as its wartime requirement. Unlike most other AF communities, the equipment used during day-to-day peacetime operations may only be a fraction of the equipment used during wartime commitments. The majority of our installation engineering duties align well with many steady-state deployment requirements, i.e., deployed locations with in-place, fixed infrastructures. However, many deployed locations require individuals to become proficient on the operation and maintenance of equipment unique to a contingency environment (ROWPU, EALS, Harvest Falcon assets, etc). The fact that much of this unique equipment is not readily available at many installations only adds to our readiness-training dilemma. Consequently, units must use whatever resources are available to both program for and acquire this critical training.

1.2. The Commander's Role in Securing Training

A successful training program is an intricate part of meeting your unit's and Air Force Civil Engineering's wartime mission. Understanding the training process and the key role you play in that process is extremely important.

Unfortunately, many CE managers see training as a "black hole". Training happens because the mission gets accomplished, but it's rarely ever seen or heard about unless there are problems; i.e., course failure, skill downgrade, safety mishaps, etc. But how does training happen? What should you, the commander, be doing to ensure or enhance training? Your specific duties and responsibilities are outlined in AFI 36-2201, *Developing, Managing and Conducting Training* and AFM 36-2247, *Planning, Conducting, Administering and Evaluating Training*. We strongly suggest you read these publications with your unit training manager and supervisors. Your involvement and management of OJT are the keys to a successful program.

Basically, commanders must ensure their troops are capable of performing the mission when called upon to do so. If their troops are tasked for a deployment and do not have the necessary

expeditionary engineering skills, it is the commander's responsibility to get that person trained prior to deployment.

An excellent source of information on CE training for commanders can be found in the "Procedural Guide for Civil Engineer Training". This publication is updated annually by HQ AFCESA/CEOT and is available on the HQ AFCESA web page.

Utilities privatization and EAF will most assuredly require an increase in training resources (funds, equipment, etc) to ensure personnel are ready to perform installation and expeditionary engineering duties. Quite obviously, It will take a team effort by Air Staff, MAJCOM, and unit commanders to formulate strategies to ensure that unit/individual readiness is not degraded during transition periods. Although commanders are inherently responsible for the training of their unit, they can count on the assistance of MAJCOM/Air Staff personnel to help overcome incurred training hurdles.

CHAPTER 2

2.1. Unit Education & Training Managers (UETMs)

2.1.1. Introduction

Undoubtedly, the face of the CE community has changed drastically over the last few years. With the implementation of ***Utilities Privatization*** and ***EAF***, Civil Engineers must now be prepared to perform a variety of mission critical tasks using training resources not typically used in the past. As most will heartily agree, on-the-job-training (OJT) is one of the most important programs in the Air Force today. In fact, training in general is fundamental to every career field, a critical avenue for promotions, and the key ingredient in just about every management process. The strength and support of a squadron training program has a direct effect on its mission accomplishment.

This guide highlights options that commanders and supervisors can use to acquire training in spite of resource deficiencies. It will also address certification training on contingency equipment not readily available at most units. To gain more information on CE training, please review the *"Procedural Guide for Civil Engineer Training"* on the HQ AFCESA web page.

Although your roles and responsibilities as a UETM are identified in AFI 36-2201 and AFM 36-2247, Utilities Privatization and EAF offer unique challenges not found in any AF manual or regulation. This guide was developed with this uniqueness in mind. Our goal is to continually update this guide as new challenges surface and when additional clarification is necessary to obtaining alternative training. If you have improvements or alterations to recommended, or if you just have comments on what works or doesn't work, please let us know. We all share one common interest…**qualified craftsmen.**

2.1.2. Core Task Certification

Paramount to any unit-training program is the development and execution of a viable training plan to ensure personnel are certified on all core tasks. As challenging as it might seem, this plan must encompass training on those core tasks that can no longer be trained using the on site utility system as a result of ***utilities privatization*** efforts. The training plan must also include those tasks directly supporting ***EAF***. The following thoughts may help with your endeavor:

- Identify tracking method for all personnel in upgrade or qualification training.
- Identify all potential contingency training shortfalls; schedule individual training (include recurring training) accordingly.
- Identify shortfalls caused by a lack of equipment and/or utility systems; develop a plan to obtain that training.
- Develop schedules for training sessions and rotation of personnel to meet specific needs.
- Identify shortfalls caused by a lack of funds.
- Develop metrics to track the number of personnel trained in each Air Force Specialty (See Figure 1).

(See "Procedural Guide for Civil Engineer Training" for complete core task training plan)

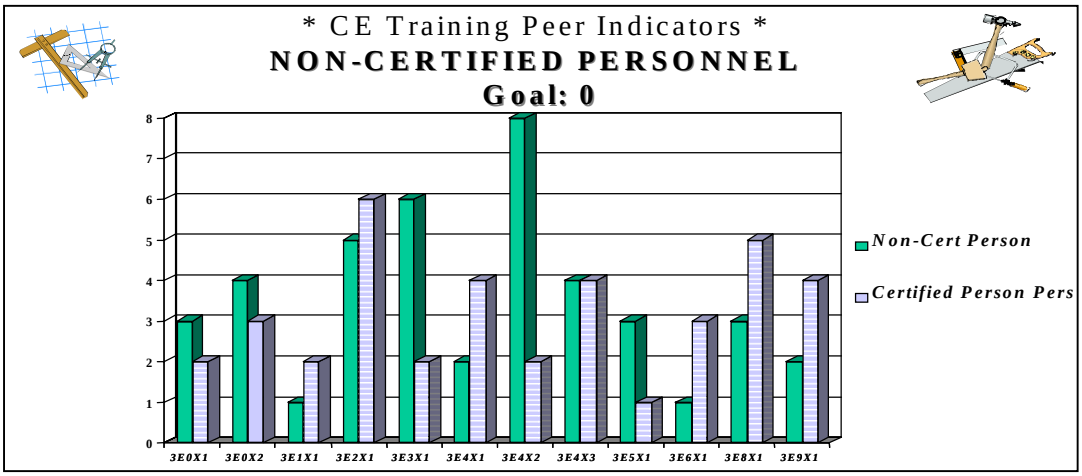

Figure 1. Metric to identify the number of personnel trained in each AFSC

2.1.3. Upgrade and Qualification Training

2.1.3.1. Task Knowledge

To fulfill task knowledge requirements on core and diamond tasks, Air Force Qualification Training Packages (AFQTPs) ***MUST*** be used. The AFQTP contains step-by-step procedures and may be published in the form of paper, CD-ROM, video, or Commercial "Off-the-Shelf" based products. With the exception of EOD & Fire Protection, there is an AFQTP for all Civil Engineer Core and Diamond tasks.

2.1.3.2. Qualification Training

All personnel in qualification training will be placed in **training status code "D"**. Regardless of whether an individual is in upgrade or qualification training, he or she must be trained and certified to perform the required tasks for their appropriate skill level. This includes all tasks identified as "**core"** and "**duty position"**. After an individual completes qualification training, the supervisor requests a change of the training status code through the UTM.

2.1.4. Training Budget

The most essential and critical element in making a unit training program work will be your training budget. There is very little doubt ***Utilities Privatization*** and ***EAF*** will require additional training dollars to ensure minimum requirements are met. Training managers must forecast for numerous expenditures, including unit-funded training (out-of-cycle, AETC unfunded quotas, etc.), equipment (TVs, VCR, etc.), and training materials (videos, workbooks, etc.). Computers and furniture may also be needed to enhance Learning Resource Center (LRC) capabilities (see page 23 of the Procedural Guide for Civil Engineer Training for LRC suggested requirements). Make every effort to anticipate and include requests for technology upgrades.

Forecasting a training budget is critical. To meet contingency engineering requirements in support of EAF, your unit may be required to pay TDY costs to attend training at sites such as Regional Equipment Operator Training (REOTS), Silver Flag, Regional Training Sites (RTS), or Specialty Training Locations (STL). Local vocational tech schools may provide necessary training for Air Force-driven programs as well. Local, state, and national certification requirements must also be considered when preparing a training budget.

When developing your initial budget, you should research training requirements and identify sources with shop supervisors to get an approximate total cost. Many items may not be funded with the initial allocation. **For this reason UETMs should always keep their list of requirements and expenditures current.** If money becomes available during the year or through year-end fallout, you'll be prepared. If your request for funds is denied, ensure your commander is aware of the adverse impact on training. **Be persistent!** If you don't follow-up, it may be assumed the need isn't valid. Gather information reflecting negative impacts improperly trained personnel are having on the unit, and try again.

2.1.5. Training Continuity Book (TCB)

A TCB will be maintained by each work center and may be composed of binders, folders, or both. This book will include, but not limited to: this guide; the *Procedural Guide for Civil Engineer Training;* AFI 36-2201, *Developing, Managing, and Conducting Training*; The Unit Training Strategic Plan; Master Task Listing (MTL); training plans; meeting minutes; and a letter endorsed by the unit commander identifying trainers and task certifiers. Also include a section on external training sources and procedures used to obtain training your unit is not capable of providing, especially in support of ***Utilities Privatization*** efforts and ***EAF***.

2.2. Major Command (MAJCOM) Education and Training Managers (ETMs)

MAJCOM civil engineer directorates have either an education and training manager or an additional-duty training manager. These training managers act as the focal point for training related matters. Their duties may vary between MAJCOMs, but primarily include the formal schools program for both AETC and AFIT, developing budgets to support contingency training (i.e. REOTS, unique command requirements—Air Mobility Warfare Center), and developing enlisted specialty training programs and policies for civil engineer units, just to name a few.

MAJCOM training managers are also a great resource for providing assistance to resolve base level training challenges. They can provide a wealth of information on training resources and provide guidance on how to meet training requirements. **If you don't know who the civil engineer functionals are at your MAJCOM, you are missing out on a lot of good information.**

Listed below are links to MAJCOM web pages relating to training and ETMs:

HQ ACC	CMSgt Henry: trevor.henry@langley.af.mil
HQ AETC	CMSgt Ezell: Michael.Ezell@Randolph.af.mil
HQ AFMC	CMSgt Seeloff: Jeffrey.Seeloff@WPAFB.AF.MIL
HQ AFRC	CMSgt Wynn: Susan.Wynn@afrc.af.mil
HQ AFSPC	CMSgt Reps: Jim.Reps@Peterson.af.mil
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CHAPTER 3

3.1 Core Task Training Sources
(EAF & Utilities Privatization Training Support)

3.1.1. Introduction
For various reasons (utilities privatization & EAF included), many training obligations will not be met through normal day to day hands-on OJT. Such scenarios will likely require a large amount of "out-of-box thinking" to overcome. This chapter is designed to help commanders and supervisors identify sources to acquire training and task certification on specific core and diamond tasks. It will be especially useful in support of privatization efforts. Each source will have unique requirements to ensure training is sufficient and properly conducted. Again, developing a training strategy and properly budgeting to meet that strategy is the key to ensuring a well trained force to meet installation and contingency engineering requirements.

3.1.2. Some of the many training options available are:

3.1.2.1. Local Contractor and Utility Providers
An excellent avenue for training can be a local contractor or on-base utility provider if your base utilities are ***privatized***. Contact your unit or base level contracting office for potential private training sources to receive curriculum and price listings. You will find that many commercial vendors are often willing to provide special classes that are convenient for your personnel. Local utility companies, or their parent corporation, normally have training departments and may be willing to put together custom training packages at their facilities or at the base.

3.1.2.2. Mobile Training Teams (MTTs)
The Civil Engineer community benefits from the availability of numerous MTTs. An MTT is requested during the annual screening process and is, in most cases, funded with 2nd AF moneys. An instructor(s) will be sent TDY to conduct training at the local unit. The unit usually does not incur any costs unless their trainees travel to another base to receive training. MTTs are available for contingency type training in support of ***EAF*** and to support bases with ***privatized*** utilities. Use Education and Training Course Announcement (ETCA) web site (supersedes AFCAT 36-2223, USAF Formal Schools) to identify available MTT courses.

3.1.2.3. Local Community/Vocational Colleges
Local colleges can be of great help in providing training for those core tasks that a unit has lost due to ***utilities privatization***.

3.1.2.4. Mock Systems
Realistic-training systems not connected to the actual utility can provide a readily accessible training source when in-use systems are not available for training locally. This option is most beneficial when utilities are ***privatized***.

3.1.2.5. Multimedia
Several commercial multi-media programs may be available. AFQTPs are available for topics on exterior utilities to support ***utilities privatization*** efforts and contingency equipment in

support of ***EAF***. The key to success in this area is to keep your commander aware of the changing technology (i.e., computer hardware, VCR/TV etc). These products provide only knowledge level education. Hands-on performance will still need to be accomplished for task certification. However, these products may provide avenues for excellent refresher training.

3.1.2.6. Manufacturers

Frequently equipment and material manufacturers provide installation and maintenance training at their facilities. They may be willing to bring training to a base. Personnel from other installations could be included in this type of on-site training.

3.1.3. Guidelines to Using Core Task Training Sources

3.1.3.1. DOD Sources

3.1.3.1.1. Mock Systems

3.1.3.1.1.1. Policy

Mock systems should be as realistic as possible to mirror real world situations to ensure trainees can perform the task when called upon. When local base utilities are ***privatized***, when possible units should include in the statement of work (or negotiate a local agreement) an entry designed to allow the ***privatized*** system to be temporarily connected to the mock system during energized/pressurized training. This will allow the mock system to be fully functional and provide realistic training.

3.1.3.1.1.2. Documentation of Training

Per AFI 36-2201, trainers and certifiers must be identified in writing. All AF training guidance applies.

3.1.3.1.1.3. Costs

In most instances, mock systems can provide training at a cost well below operational systems. The utility provider may have mock systems at their facilities that could be used as part of the training package they would offer. Mock systems could be built on base. The initial construction costs will most likely be the majority of the monetary requirement, but consideration of funding associated with maintenance and consumable consumption should be addressed. A tangible benefit of in-place mock system development is that no TDY costs will be required. (**NOTE**: If mock systems are driven by ***utilities privatization***, explore tying start-up and sustainment costs to the utility support bill.)

3.1.3.1.1.4. Liability

Liability for this training source and will depend upon who constructs the facilities and where they are located. In those instances where the mock system is capable of being connected to the privatized system, any and all safety devices must be installed at the connection point and provisions in the contract must address liability issues.

3.1.3.1.1.5. Commander's responsibility
For locally constructed mock systems, secure funds for initial construction and then ensure the annual budget includes recurring maintenance and consumable supply costs. Please notify your MAJCOM CE Functional Manager of all mock system development. MAJCOMs as well as CE Air Staff will likely maintain a "master list" of all mock systems.

3.1.3.1.2. MTT Courses

3.1.3.1.2.1. Policy
Current AETC policies relating to MTT courses will be used. Use the ETCA site to identify available MTT courses. Equipment for training in most cases, must be provided by the host unit. NOTE: The optimum use of an MTT would be to invite personnel from other units to attend a centrally located base that has equipment available for training. If no active course exists for needed training requirements, identify the requirement to the MAJCOM CE Functional Manager to be included in the agenda for discussion at the next AFS Utilization and Training Workshop or the next CE Training Committee.

3.1.3.1.2.2. Documentation
Contact the appropriate 366 TRS training manager relative to the MTT for information on the curriculum as well as whether the instructors will be able to task certify trainees at the end of the course. If certification is possible, commander should identify instructors in writing as the trainers/certifiers IAW AFI 36-2201, 4.9.1.5., para. 4.9.1.8. Follow normal documentation procedures.

3.1.3.1.2.3. Costs
AETC funding for formal training applies. If AETC funding is not available, training becomes MAJCOM or unit funded.

3.1.3.1.2.4. Liability
Liability for this training source is not an issue. MTTs are AETC formal courses.

3.1.3.1.2.5. Commander's responsibility
Ensure all training requirements are identified and apply for AETC funded training quotas. Budget accordingly for unit funded training if AETC funded quotas are not received.

3.1.3.1.3. Bases With Exempted Utility Systems and Equipment

3.1.3.1.3.1. Policy
Near-by bases with utility systems exempt from ***utilities privatization*** can be a valuable and economic source for training. Contact your MAJCOM CE Functional Manager for a listing of those bases that are exempt from ***utilities privatization.*** Please note that bases lacking certain "equipment" (contingency, utility, etc.) may also be located near bases that have the necessary equipment. Close coordination with the owner of that system and equipment will need to be accomplished to ensure availability.

3.1.3.1.3.2. Documentation
The owning unit may provide trainers and certifiers. If this is the case, obtain a copy of their written appointment by their commander (to ensure validity) and ask your commander to designate those same individuals in writing; file both letters appropriately. If the utility and equipment owners cannot provide trainers and certifiers, the requesting unit must provide them.

3.1.3.1.3.3. Costs
TDY costs for the trainees, trainer, and certifier will be required. To lessen TDY costs, negotiate with the TDY location to provide trainers and certifiers. Consumable material costs responsibility, if any, must be negotiated between the unit receiving training and the owning unit.

3.1.3.1.3.4. Liability
Liability for this training source is not an issue.

3.1.3.1.3.5. Commander's Responsibility
Coordination with the owning unit is obviously a must. Budget annually for training TDYs.

3.1.3.1.4. Formal AETC In-Residence Course

3.1.3.1.4.1. Policy
Existing policies will be used to support training requirements resulting from utilities privatization and EAF specific taskings, if any.

3.1.3.1.4.2. Documentation
Contact the appropriate 366 TRS training manager for the formal course for information on curriculum as well as whether instructors will be able to task-certify trainees upon completion. If certification is possible, commander should identify instructors in writing as trainers/certifiers IAW AFI 36-2201, 4.9.1.5., para. 4.9.1.8. Follow normal documentation procedures.

3.1.3.1.4.3. Costs
AETC formal training funding requirements apply.

3.1.3.1.4.4. Liability
Liability for this training source is not an issue.

3.1.3.1.4.5. Commander's responsibility
Ensure training requirements are identified and apply for AETC funded training quotas as required. Budget accordingly for unit funded training if AF funded quotas are not received.

3.1.3.1.5. Air Force Qualification Training Packages (AFQTP)

3.1.3.1.5.1. Policy
AFQTPs are required for upgrade and qualification training and are an excellent source of refresher training. **Completing AFQTPs alone will not meet task-certification requirements**, hands-on performance of the task is also required. Existing policies found in the CFETP and on

pages 14-16 in the *Procedural Guide for Civil Engineer Training* will be adhered to. AFQTPs are available in support of both ***utilities privatization*** efforts and ***EAF***.

3.1.3.1.5.2. Documentation
If the trainee has not previously completed the AFQTP, use the AFQTP Documentation Record to document completion. This form can be downloaded from the AFCESA web page. The STS will be documented after hands-on training has been completed.

3.1.3.1.5.3. Costs
HQ AFCESA/CEOT provides two copies of each video or CD-ROM AFQTP at no cost to the UETM. Paper based QTPs can be downloaded from the AFCESA web page. If your unit did not receive the respective CD-ROM or video element, please contact HQ AFCESA/CEOT to be added to the mailing list.

3.1.3.1.5.4. Liability
No liability issues exist with this training source.

3.1.3.1.5.5. Commanders Responsibility
Ensure UETMs receive the appropriate AFQTPs and are implementing viable AFQTP training programs. For best results, a unit level library of all training publications should be established and maintained.

3.1.3.2. Commercial Sources

3.1.3.2.1. Utility Industry/Private Utility Owner

3.1.3.2.1.1. Policy
This could be the most advantageous source after privatization (see para. 1.1.1.1.). If properly acquired, "utility owner" provided training will likely use experienced craftsmen to administer timely, efficient training. To be effective, training must fully cover individual hands-on certification of all core task requirements as specified in the CFETP. Commanders must identify trainers and certifiers in writing. Contracts **must clearly state** all AF training requirements:

- Provide experienced trainers fully qualified on tasks being trained
- Provide training using AF standards/procedures (i.e., AFQTP, AFIs, T.Os, AFOSH, etc.)
- Train personnel to perform the tasks successfully and without assistance; **scheduled "recurring" proficiency training is required**
- Trainers must meet requirements in AFI 36-2201, para. 4.9.1.5. – 4.9.1.8.
- Comply with AF Social Actions and Human Relation standards
- Provide safe equipment for training
- Coordinate with AF certifiers when trainees are ready for certification

3.1.3.2.1.2. Documentation
Commercial trainers must be identified in writing by the commander and follow documentation directives as outlined in AFI 36-2201. Certifiers (when possible) should be government employees possessing appropriate certification skills (also in accordance with AFI 36-2201). Coordination between commercial trainers and government certifying officials **is required**.

3.1.3.2.1.3. Costs
Costs for this source will vary considerably. It's important to be specific when developing contracts to ensure units "reacquire" any lost training. Utility owner procured instruction can save resources while providing an excellent source of qualified instruction. **Again, if training requirements are driven by *utilities privatization*, all efforts should be taken to link costs to the utility support bill (**see para. 1.1.1.1**.).**

3.1.3.2.1.4. Liability
Liability issues must be addressed during contract negotiations. Many contractors (who currently possess a training capability) already have contracts addressing liability issues. Work closely with base contracting officers to ensure all foreseeable issues are covered.

3.1.3.2.1.5. Commander's Responsibilities
Secure contract for this training. Be actively involved when utilities privatization analysis begins and ensure additional training costs are included. Budget accordingly for contract costs.

3.1.3.2.2. Vocational Technical Schools

3.1.3.2.2.1. Policy
Vocational technical schools can be an excellent training source when base utility systems have been *privatized*. Training must cover all aspects of a core task sufficiently for individual hands-on certification. The commander must identify vocational technical school trainers and certifiers in writing (per AFI 36-2201, para. 4.9.1.5. – 4.9.1.8). Many schools will tailor courses to meet AF needs. Negotiate with prospective candidates to tailor existing course to meet AF and CE standards.

3.1.3.2.2.2. Documentation
Trainers and certifiers must be identified in writing by the commander and follow documentation directives as specified in AFI 36-2201.

3.1.3.2.2.3. Costs
Requesting units must cover any incurred tuition, book, or per diem costs. Contact your base education office for guidance on how individuals may apply for supplemental tuition. Units should explore negotiating base/school agreements to reduce tuition rates.

3.1.3.2.2.4. Liability
Liability issues must be addressed during the contract negotiations with the school. Most schools already have contracts addressing liability issues. Work closely with the base contracting office to ensure all appropriate issues are covered.

3.1.3.2.2.5. Commander's Responsibilities
Budget annually for additional training costs.

CHAPTER 4

4.1. Contingency Training
(Supports *EAF* Training)

4.1.1. Introduction: Undoubtedly**, EAF** has required CE to re-think its expeditionary engineering training philosophies. Currently, the Civil Engineer community sends personnel in critical UTC positions to Silver Flag Exercise Sites (SFES), Specialty Training Locations (STL), and Regional Training Sites (RTS) to receive specialty training on contingency equipment. Prior to ***EAF,*** deployment taskings were made based on a possession of a specialized skill that resulted with many of the same personnel deployed repeatedly. Under ***EAF*** guidelines, the same individual **should not deploy more than once within a 15-month period**. Since unit commanders must continue to provide trained personnel to meet "all" assigned taskings, it becomes imperative that personnel assigned to an AEF maintain proficiency on related contingency equipment.

Gaining contingency equipment training is challenging at best. Unit Commanders, UETMs, and supervisors must make every effort to track individual certification and proficiency levels, monitor individual scheduled deployment requirements, coordinate and schedule any necessary expeditionary engineering training, **and most importantly, forecast and budget for any annual requirements**. This section will assist commanders in obtaining individual training to support ***EAF*** mission objectives.

4.1.2. Available training options:

4.1.2.1. Home-station Training (HST)
The key to CE readiness is an expeditionary engineering training program that provides hands-on training and integration with other combat support units. HST represents the bulk of that contingency training effort. Although extensive, HST usually does not encompass training on unique WRM equipment such as ROWPU, EALS, and Harvest Falcon/Harvest Eagle assets.

4.1.2.2. Air National Guard and Air Reserve Command (AFRC) Site Descriptions

As Air Force resources continue to shrink, the CE community must continually look for viable options to gain vital ***EAF*** support training. Some of the most valuable resources available to the CE community are controlled, operated, and funded by our ANG and AFRC counterparts. The ANG and AFRC bring a wealth of knowledge to the training arena and also offer numerous training opportunities throughout a myriad of CONUS-based, expeditionary engineering training sites. UETMs should work closely with readiness flight personnel to identify ARC units that provide training assistance.

4.1.2.2.1. Air National Guard Regional Training Sites (RTS)
RTSs evolved from a need to provide additional CE proficiency training on tasks having a direct impact on mission accomplishment. RTSs provide integrated expeditionary engineering training using support units such as CE, Security Forces, Communications, Personnel Support for

Contingency Operation, Medics, and Services. In addition to integration training, RTSs provide readiness/upgrade training that can't be obtained at Home Station Training. RTSs:

- are managed and operated by ANG/CEX in partnership with local CE units.
- evolved from a need to provide additional CE proficiency training on tasks having a direct impact on wartime mission accomplishment.
- improve ANG SORTS C-levels.
- enhance Silver Flag team training.

Specialty courses / curriculum taught at RTS sites:

- Petroleum, oil, and lubricants (POL) Rapid Utility Repair Kit (RURK) – Approved and programmed
- Mobile Aircraft Arresting System (MAAS)
- Emergency Airfield Lighting System (EALS)
- Reverse Osmosis Water Purification Unit (ROWPU)
- Temper Tents
- Rapid Runway Repair (RRR)
- Airfield Marking Kit (AMK)
- Field Shower Unit
- Paint Striper

Regional Training Site POCs.

- Command Headquarters, Andrews AFB, MD, POCs:
  MSgt Larry Lomax / MSgt Troy Taylor,
  DSN: 278-8178/8185, FAX 8583650

- 188 CES, Ft Smith, AR site POCs:
  TSgt Justin Underwood/ TSgt Gary Skelton
  DSN: 962-8241/8126 DSN FAX: 962-8119

- 119 CES, Fargo, ND site POCs:
  SMSgt Pete Lewis/MSgt Scott Terry
  DSN: 362-8213/8214 DSN FAX: 362-8219

- 145 CES (Stanly County Airport), Badin, NC site POCs:
  1LT Timothy Moran/SMSgt Jim Price/TSgt Casper
  DSN: 583-9452/9229/2570 DSN FAX: 583-9399

- 201 RHF (REOTS), Ft Indiantown Gap, PA site POC's:
  CMSgt Robert T. Quirk/SMSgt Kenneth Deck
  DSN: 491-8354 DSN FAX: 491-8564

- 163 CES, March ARB, CA, Site POC's:
  TSgt Gary Edwards/SSgt Danny Pelkey
  DSN: 947-5409/5456 FAX 947-2419

4.1.2.2.2. ANG RRR Mini-Kit Sites

The Air National Guard operates RRR Mini-kit sites to maintain CE proficiency on air base recovery (to include rapid runway repair equipment operator training) operations. Notably, the Air National Guard uses a three-tiered training process to maintain individual and team readiness. **Tier one** (3-level apprentice course) provides introductory training on contingency and associated training objectives. **Tier two** (REOTS) provides upgrade training and enhances the RRR support proficiency levels of equipment operators. **Tier three** (RRR Mini-kit regional training program) applies experience gained during 3-level and REOTs training to a Rapid Runway Repair exercise scenario. Note: Operational Readiness Inspections (ORIs) require CE units to perform RRR operations. Four sites are currently available for wet crater repair and other RRR training activities.

NOTE: The above three tiers are not to be confused with Tier I – III Readiness Training as outlined in AFI 10-210, Chapter 3.

Tier I - Home Station Training; CAT I and CAT II training
Tier II - Special Training Locations, Regional Training Sites, etc.
Tier III - Silver Flag training

ANG RRR Minikit site POCs:

109 CES, Scotia, NY Site **POC**:
SMSgt Jean Holcomb/MSgt William Pryor
DSN: 974-9449/9441 DSN FAX: 974-9427

134 CES, McGhee Tyson, TN Site **POC**:
SMSgt Michael Johnson
DSN: 266-4220 DSN FAX: 266-4221

CRTC, Alpena, MI Site **POC**:
MSgt Dave Matash / LTC Gary Shutt
DSN: 741-3340/3358 DSN FAX: 741-3359

Gulfport CRTC, Gulfport, MS Site **POC:**
CMSgt Bob Tucker/TSgt Lisa Royals
DSN 363-8877/8876 DSN FAX: 363-8882

CRTC, Camp Douglas, WI Site **POC**:
SMSgt William Cork / SMSgt Daniel Skowronski
DSN: 946-3223/3256 DSN FAX: 946-3382

4.1.2.2.3. Deployment for Training (DFT)

One program that has proven to be invaluable for AFRC and active duty personnel alike is the Deployment for Training (DFT) program. The purpose of the DFT program is to use actual work requirements as a medium to conduct individual training. All DFT training is scheduled annually by HQ AFCESA/CEX. The DFT is usually managed by MAJCOM Readiness personnel and coordinated through unit POCs. Generally speaking, active duty units identify

DFT requirements to ARC MAJCOM personnel for approval (requests are considered for completion as resources permit). Once a DFT has been approved for your location, be sure to take advantage of the situation by coordinating with the ARC. You may find some situations will allow both active duty and Guard personnel to receive common training, while other occasions will be more command specific. Either way, always be prepared to take advantage of this unique opportunity.

4.1.2.2.4. Regional Equipment Operator Training Site (REOTS)
To increase equipment operator wartime standard proficiency, the ANG operates the REOTS. ARC personnel ***MUST*** attend every 3 years, IAW AFI 10-210. Although not mandatory for active duty personnel, attendance at this one-week course has been a main staple in active duty contingency training. Located at Ft Indiantown Gap, PA., REOTS;

- is designed to familiarize, support, enhance, and increase operator proficiency on equipment used during rapid runway repair operations. Hands-on training is administered on four equipment items: excavators, bulldozers, front-end loaders, and motor graders.
- is managed/operated by the 201st RED HORSE Flight in partnership with HQ ANG
- trains Pavement and Equipment Operators (3E2X1s).
- pre-deployment package can be found on the AFCESA website

Site POC: CMSgt Robert T. Quirk / SMSgt Kenneth Deck
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129 Hamburg Street
Annville, PA 17003-1562

4.1.2.2.5. Specialty Training Location (STL)
Used by all CE personnel, STLs were developed to provide individual expeditionary engineer training to Air Force Reserve Command (ARC) personnel. There are currently three STLs; Tyndall AFB FL, Sheppard AFB TX, and 366 TRS Det 6, Naval Construction Training Center (NCTC), Gulfport Miss. Each location performs training that's generally tied to hard-to-acquire CFETP identified equipment items/tasks. The following sites provide training as specified:

- Tyndall AFB, FL (Readiness AFS training).
    - Instructions include: Nuclear/Biological/Chemical (NBC) Plotting, Compass Navigation as well as, Global Positioning System (GPS)

- Sheppard AFB, TX (Electrical, Power Pro, HVAC, Utilities, and Liquid Fuels AFS training).

    - Electrical Systems training includes: Emergency Airfield Lighting System (EALS), Generator Operations, Remote Area Lighting System (RALS), Telescopic Floodlight set (TLF), Harvest Falcon (HF) Primary Distribution Center, Secondary Distribution Center, and Mobile Aircraft Arresting System (MAAS).

    - Power Production training includes: Emergency Airfield Lighting System (EALS), HF 750 KW Generator, Mobile Aircraft Arresting System (MAAS), HF Primary Distribution Center (PDC), and Secondary Distribution Center(SDC).

    - HVAC/R training includes: Environmental Control Unit (ECU), M80 Boiler, 150cf Refrigeration Unit, Tent Heaters, Lightweight Decontamination Unit, and Trailer Mounted Small Mobile Water Chiller.

- Gulfport Naval Construction Training Center (NCTC) MS (structural AFS training).

    - Structures training includes:
        - Quick fix techniques; wartime facility damage, reporting and prioritizing damage.
        - Revetment construction, material use, and types of revetment.
        - Structural shoring and buttressing, oxyacetylene equipment and cutting.
        - Minimum Airfield Operating Strip Marking System (MAOSMS).
            - Contingency paint striping machine.
            - GP medium hardback.
            - Construction drawing.

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Chief, HQ AFRC Operating Location J
Specialty Training Location
Voice DSN: 523-3840 FAX: 523-6502
E-mail: michael.mifsud@afrc.af.mil

4.1.2.3. Active Duty Training Site Descriptions

4.1.2.3.1. Silver Flag (SF) Exercise

Emphasis is placed on teamwork as well as command and control operations. Additionally, engineer-training scenarios are incorporated into wing-level training plans/exercises in an effort to link CE wartime capabilities to operational missions. See HQ AFCESA web page for pre-deployment and detailed information.

- SF training focuses on bare base beddown operations and sustainment using unique Harvest Falcon (HF)/Harvest Eagle (HE) equipment.

- The Silver Flag Exercise Site (SFES) is an extensive integrated training program that mirrors real world Prime BEEF / Prime RIBS deployment scenarios.

- SF training is conducted at three locations; Tyndall AFB FL, Kadena AB Japan and Ramstein AB Germany.

4.1.2.3.2. Civil Engineer Maintenance, Inspection, and Repair Team (CEMIRT)
Intermediate maintenance and operator training is provided on the MEP-012A diesel generators and associated equipment used in the Harvest Falcon equipment sets. CEMIRT training focuses on Power Production (3E0X2) and Electrical System (3E0X1) personnel deploying to contingency locations throughout Southwest Asia (SWA). Hands-on training is provided throughout a two-day course. The curriculum focuses primarily on electrical troubleshooting and multi-unit operation. Training is conducted at Dover AFB, Delaware and is typically accomplished en-route to various locations throughout SWA.

- CEMIRT provides training on MEP-12 generators, primary distribution centers, secondary distribution centers, and power distribution panels for those individuals going to SWA.

- Training is held at HQ AFCESA Operating Location A, Dover AFB, Del.

4.1.2.3.3. 49th Material Maintenance Group (MMG)
- The 49th provides direction and guidance on HF/HE assets. Just in time (JIT) training is provided for individuals being deployed to SWA in support of ***EAF***. The 49th also provides specialized classes upon request.

- The 49th MMG has an AETC approved Mobile Training Team (MTT). The MTT travels world wide to train personnel (active duty and ARC) on the following items:

  - Tent Extendible Modular Personnel (TEMPER)
  - Expandable Shelter Container (ESC)
  - General Purpose Shelter

- The 49th is located at Holloman AFB, NM

4.1.2.3.4. Air Mobility Warfare Center (AMWC)
Initially designed to support AMC personnel, all MAJCOMs can now use this site to prepare for ***EAF*** deployments. Courses such as Contingency Airfield Lighting System (CALS) are taught at AMWC. The primary purpose of this course is to prepare Electrical Systems and Power Production personnel to install, operate and maintain Emergency Airfield Lighting Systems (EALSs) and all subsystems (approach lights, threshold/end lights, and PAPI system). Additional training is given in lighting and power & control subsystems (generators, regulator, and control panels) to include the packaging of those subsystems (trailers, cable reels, and containers). Training is conducted at Fort Dix, New Jersey.

4.1.2.3.5. 366 TRS, Sheppard AFB

There are numerous formal AETC training courses available for Bare Base Operations. Course descriptions and lengths (for both in-residence and MTT) are listed on ETCA site. If no active course exists for needed training requirements, identify the requirement to the MAJCOM CE Training Functional Manager to be included in the agenda for discussion at the next AFS Utilization and Training Workshop or the next CE Training Committee, which ever comes first.

4.1.2.4. Summary

Each training opportunity specified above provides hands-on training and experience to support expeditionary engineering operations worldwide. Advance planning and coordination are necessary to ensure training slots are available. Although programmed training is ideal (forecasted in advance), most locations will accommodate short-notice "spin-up" training if necessary.

4.1.3. CONTINGENCY TRAINING SOURCE GUIDELINES (Supports *EAF* training)

4.1.3.1. Air National Guard Regional Training Sites (RTS)

4.1.3.1.1. Policy

Although contingency equipment is available for training, most sites do not presently provide trainers. Visiting unit must bring commander designated trainers and certifiers for individual hands-on certification. Coordination with the training site is important to prevent scheduling conflicts. Sites can also be used to provide training via MTTs.

4.1.3.1.2. Documentation

The commander must identify trainers and certifiers in writing. Training documentation should follow directives as specified in AFI 36-2201. Trainees will need to bring their training records with them.

4.1.3.1.3. Costs

All TDY costs are unit funded. Field condition billeting, if chosen, will save funds. Sending trainers and certifiers with trainees will likely increase TDY costs.

4.1.3.1.4. Liability

Liability for this training source is not an issue since military to military training would be used.

4.1.3.1.5. Commander's Responsibilities

Coordinate with the training site for use of assets. Budget annually for training TDYs.

4.1.3.2. ANG RRR Mini-Kit Sites

4.1.3.2.1. Policy

These sites have contingency equipment and facilities available for training use but do not provide trainers. The visiting unit must bring commander designated trainers and certifiers for

individual hands-on certification. Coordination with the training site is important to prevent scheduling conflicts.

4.1.3.2.2. Documentation
The commander must identify trainers and certifiers in writing. Training documentation should follow directives as specified in AFI 36-2201. Trainees will need to bring their training records with them.

4.1.3.2.3. Costs
All TDY costs apply. Field condition billeting, if chosen, will save funds. Sending trainers and certifiers with trainees will likely increase TDY costs.

4.1.3.2.4. Liability
Liability is not normally an issue with this training source.

4.1.3.2.5. Commanders Responsibilities
Coordinate with the training site for use of assets. Budget annually for training TDYs.

4.1.3.3. Deployment for Training (DFT)

4.1.3.3.1. Policy
Actual work requirements are used to conduct individual training. The DFT is usually managed by MAJCOM Readiness personnel and coordinated through unit POCs. The visiting unit must bring commander designated trainers and certifiers for individual hands-on certification. Coordination with the training site is important to prevent scheduling conflicts.

4.1.3.3.2. Documentation
The commander must identify trainers and certifiers in writing. Training documentation should follow directives as specified in AFI 36-2201. Trainees will need to bring their training records with them.

4.1.3.3.3. Costs
TDY per diem will be required for attending unit. Billeting in field conditions will likely save funding. Having to send trainers and certifiers with trainees will increase TDY costs.

4.1.3.3.4. Liability
Liability is not normally an issue with this training source.

4.1.3.3.5. Commander's Responsibilities
Coordinate with the training site for use of assets. Budget annually for training TDYs.

4.1.3.4. Regional Equipment Operator Training (REOTS)

4.1.3.4.1. Policy
UETMs submit requirements through respective MAJCOMs whom, in-turn, submit annual requests to HQ AFCESA/CEXR, AFRC and ANG. Initially intended for 5-level personnel,

MAJCOMs will determine if active duty 3-levels have the necessary skills to attend. Visit AFCESA web site for further information pertaining to REOTS.

4.1.3.4.2. Documentation
Proficiency training is provided at REOTS with no formal certification administered. Certificates of training and AF form 171s are presented to students upon course completion.

4.1.3.4.3. Costs
TDY per diem and travel will be required for trainees attending. Government meals and billeting are provided at no cost. Meals are not provided on travel days.

4.1.3.4.4. Liability
Liability is not normally an issue with this training source.

4.1.3.4.5. Commander's Responsibilities
Ensure training requirements are identified and applied for through the MAJCOM. Budget accordingly for training.

4.1.3.5. Specialty Training Locations (STLs):

4.1.3.5.1. Policy
The STL's purpose is to provide in-depth, individual hands-on contingency task certification training. UETMs submit requirements through their respective MAJCOM who, in-turn, submit requests at least 30 days prior to class start date to HQ ANG.

4.1.3.5.2. Documentation
Trainees desiring task certification should bring a letter from their commander designating STL instructors as trainers and certifiers. Students receive certificates of training with the exact number of hours each task is instructed. Unless otherwise directed by the trainee's commander, an AF form 797 is documented in lieu of CFETP certification. Trainees will need to bring their training records with them.

4.1.3.5.3. Cost
TDY per diem and travel will be required for trainees attending.

4.1.3.5.4. Liability
Liability is not normally an issue with this training source.

4.1.3.5.5. Commander's Responsibilities
Ensure training requirements are identified and apply for training quotas through MAJCOM. Budget accordingly for training TDYs.

4.1.3.6. Silver Flag Exercise Site

4.1.3.6.1. Policy

Personnel filling critical Prime BEEF UTC positions in all Civil Engineer Air Force Specialties (AFS) are required to attend the Silver Flag Exercise program. However, because the Explosive Ordnance Disposal (EOD) specialty has a relatively lower number of critical personnel, those in core (first) and non-core (second) positions are required to attend in order to adequately utilize the 24-month SFE schedule.

The SFE program is designed to enhance Category I and II home station training. The inability to practice many contingency tasks at home station drives the need for critical members of each active duty Prime BEEF team to return to the Silver Flag Site at least every two years (three years for reserve and guard Prime BEEF teams).

Silver Flag training does not replace home station training. In fact, Silver Flag activities depend on intense home station preparation. Advance attendance requirements are outlined in the pre-deployment guide located on the HQ AFCESA web page. **Please note: Silver Flag is structured towards team training and not individual task certification. Commanders and supervisors should use every opportunity available to certify worthy individuals while on site (reference AFI 36-2201 for details on task certification).**

4.1.3.6.2. Documentation

Completion of individual and team training gives proof to unit commanders and to the Air Force Civil Engineer leadership that you have successfully performed the major tasks that you are called on to accomplish during a contingency. Because Silver Flag is important to Air Force Civil Engineer readiness, successful completion of the training will be reported by each Prime BEEF unit in their SORTS reports.

Upon training completion, teams will be given certificates validating attendance. Your Unit Readiness Officer will need them to document your training for SORTS.

NOTE: Silver Flag Exercise Sites do not provide individual certification training.

4.1.3.6.3. Cost

Unit TDY per diem and travel funding will be required for trainees attending.

4.1.3.6.4. Liability

Liability is not normally an issue with this training source.

4.1.3.6.5. Commander's Responsibilities

Ensure members have completed all training prerequisites prior to arrival. Send appropriate personnel as identified in the pre-deployment guide located on the AFCESA web page. Schedule and complete training on time and include completion in SORTS. Include training requirements in budget submissions. (See AFI 10-210, Chapter 3)

4.1.3.7. Civil Engineer Maintenance, Inspection, and Repair Team (CEMIRT):

4.1.3.7.1. Policy:
Provides intermediate maintenance and operator training to Power Production (3E0X2) and Electrical System (3E0X1) personnel on MEP-012A diesel generators and associated equipment. Training is conducted at Dover AFB Delaware and is typically en-route to various locations throughout South West Asia.

4.1.3.7.2. Documentation
Trainees desiring certification of training should bring a letter from their commander designating CEMIRT instructors as trainers and certifiers. Training documentation should follow directives as specified in AFI 36-2201. Not all training meets certification requirements. Trainees will need to bring their training records with them.

4.1.3.7.3. Costs
Some deployment taskings may require individual certification training in-route. In this case, the owning MAJCOM will fund training. Otherwise, the owning unit must fund the respective TDY.

4.1.3.7.4. Liability
Liability is not normally an issue with this training source.

4.1.3.7.5. Commander's Responsibilities
Ensure training requirements are identified and apply for training quotas through MAJCOM. Budget accordingly for training TDYs.

4.1.3.8. 49TH Material Maintenance Group (MMG)

4.1.3.8.1. Policy
Provides direction and guidance on Harvest Falcon/Eagle assets. Administered training is specific to HF/HE and dedicated to spin-up or TDY enroute training.

4.1.3.8.2. Documentation
Trainees desiring certification on training provided should bring a letter from their commander designating MMG instructors as trainers and certifiers. Training documentation should follow directives as specified in AFI 36-2201. Not all training may meet certification requirements. Trainees will need to bring their training records with them.

4.1.3.8.3. Costs
Some deployment taskings may require training in-route for individual not previously certified on particular pieces of equipment. In this case, the owning MAJCOM or unit will fund the training.

4.1.3.8.4. Liability
Liability is not normally an issue with this training source.

4.1.3.8.5. Commander's Responsibilities
Ensure training requirements are identified and apply for training quotas through MAJCOM. Budget accordingly for training TDYs.

4.1.3.9. Air Mobility Warfare Center (AMWC)

4.1.3.9.1. Policy
See the AMWC web page for policy. AMC members contact their UETMs for attendance. Non-AMC members must request this training through the AMC MAJCOM CE Training Functional Manager.

4.1.3.9.2. Documentation
Trainees desiring certification on training provided should bring a letter from their commander designating AMWC instructors as trainers and certifiers. Training documentation should follow directives as specified in AFI 36-2201. Not all training may meet certification requirements. Trainees will need to bring their training records with them.

4.1.3.9.3. Costs
HQ AMC will fund AMC members only. All other MAJCOMs / Units must fund their respective candidates.

4.1.3.9.4. Liability
Liability is not normally an issue with this training source.

4.1.3.9.5. Commander's Responsibilities
Ensure training requirements are identified and apply for training quotas through MAJCOM. Budget accordingly for training TDYs.

4.1.3.10. 366 TRS, Sheppard AFB

4.1.3.10.1. Policy
Existing policies relating to AETC courses will be used. Use the ETCA web site to identify courses that are available for instruction on tasks that are not capable of being trained at home station. 366 TRS training managers can be contacted to schedule spin-up training , if available.

4.1.3.10.2. Documentation
Contact the appropriate AFS 366 TRS training manager to research as to whether the curriculum is task-certifiable following course completion. If certification is possible (and applicable instructors have agreed), then ask the unit commander to identify instructors in writing as the trainers/certifiers (AFI 36-2201, 4.9.1.5., para. 4.9.1.8. applies). Follow normal documentation procedures. Trainees will need to bring their training records with them.

4.1.3.10.3. Costs
AETC formal training funding requirements apply. If JIT training is provided, it will be a unit funded TDY.

4.1.3.10.4. Liability
Liability is not normally an issue with this training source.

4.1.3.10.5. Commander's responsibility
Ensure training requirements are identified and apply for AETC funded training quotas. Budget accordingly for unit funded training if funded quotas are not received.

4.1.3.11. Air Force Qualification Training Packages (AFQTP)

4.1.3.11.1. Policy
AFQTPs are an excellent source of refresher training. Completing AFQTPs alone does not task certify individuals. To become task certified, hands-on performance of the task must be evaluated. Existing policies found in the CFETP and the *Procedural Guide for Civil Engineer Training* will be adhered to.

4.1.3.11.2. Documentation
If the trainee has not previously completed the AFQTP, complete the AFQTP Documentation Record. This form can be downloaded from the AFCESA web page. The STS will be documented after hands-on training has been completed.

4.1.3.11.3. Costs
HQ AFCESA/CEOT provides AFQTPs at no cost to the individual units. Paper based AFQTPs can be downloaded from the AFCESA web page. Two copies of each CD-ROM and video element of AFQTPs are mailed to each unit having CE personnel assigned. If your unit does not receive the CD-ROM or video elements of AFQTPs, contact HQ AFCESA/CEOT to be added to the mailing list.

4.1.3.11.4. Liability
No liability issues exist with this training source.

4.1.3.11.5. Commanders Responsibility
Ensure the UETM receives and implements AFQTPs in the unit-training program.

CHAPTER 5

5.1. Conclusion

It should come as no surprise that ***Utilities Privatization*** and ***EAF*** initiatives bring to the table many unique challenges to mission readiness. Both initiatives will force the CE community to look hard at all available opportunities to ensure assigned people are trained and experienced to meet installation and expeditionary engineering mission roles and objectives. Planning and budgeting are absolutely critical to ensure future training needs are met.

As an added benefit, please feel free to visit the AFCESA web site to view the recently developed *Worldwide Contingency Training Locator* that gives Commanders, supervisors, UETMs, and trainees a quick yet concise training reference on the location (and POCs) of multiple CE expeditionary engineering courses and equipment.

It is our sincerest intention that the information in this guide will be of use in finding the training you desire. If you know of training opportunities not identified in the guide, please send an email with the information to the address located in the overview of this guide.

CHAPTER 6

6.1. Frequently Asked Questions

Q1. – If our base's utility system is privatized, will our personnel still require certification on core tasks relating to the utility distribution system?

A1. – Yes, core tasks will still be required to have hands-on certification to meet minimum upgrade requirements. These tasks still represent the essence of the career field and are minimum tasks required to meet our wartime mission.

Q2. – If a task can't be trained at the local base because the distribution system was privatized, how will training be conducted?

A2. – There are several options available to the commander. Availability and economy will be the driving factors when deciding what source to pursue.

- Contracting with the local utility provider (best choice, see para. 1.1.1.1.)
- Contracting with an industry training provider
- Send individuals TDY to near-by bases that are exempt from privatization
- Schedule formal AF supplemental courses
- Use local vocational technical schools or community colleges

Whatever source is used, minimum AF training requirements in AFI 36-2201 must be met for certification training.

Q3. – How do we get advance training for unit members scheduled to deploy with their AEF but don't have the necessary skills to perform the mission?

A3. – Again, there are several options available to the unit commander with availability and economy being the deciding factors.

- Send individuals TDY to near-by bases that have the equipment
- Schedule formal AF supplemental courses
- Send individuals TDY to:
  - Regional Training Sites (RTS)
  - Specialty Training Location (STL)
  - Locations that provide spin-up training

Q4. – How do we get training for unit members who receive a short notice deployment tasking but don't have the necessary skills to perform the mission?

A4. – Utilize Spin-up training locations such as:

- Sheppard AFB
- Dover AFB
- Holloman AFB

Q5. – How do we document certifications received from sources external from our unit?

A5. – All trainers and certifiers must meet minimum requirements in AFI 36-2201. When external sources cannot provide qualified trainers and certifiers, send designated unit trainers and certifiers with the trainees. At locations providing trainers and certifiers, send a letter from your commander identifying host unit instructors as trainers and certifiers. Remember, AFI 36-2201 exempts individuals from the AF Training Course who have attended a formal instructor qualification course and are currently performing instructor duties**. Trainees must carry their training records to the training location.**

Q6. – How can we stay proficient on contingency equipment without having to go TDY every year or two to receive hands-on training?

A6. – Using AFQTPs for refresher training is an excellent way to stay proficient on contingency equipment not available locally. Passing the CerTest after completing the AFQTP will verify that the individual has retained the minimum task knowledge for that particular piece of equipment. Although recurring completion of an AFQTP will keep task knowledge sharp, hands-on training is still desirable at key intervals throughout an individual's career.

Q7. – If a person does not have the skills necessary to perform the mission on an AEF rotation, can he be replaced.

A7. – Yes, provided the person replacing the individual is on the same AEF team, meets the same skill level requirements, and hasn't deployed within the last 15 months. With the high operational tempo, it will be in the unit's best interest to ensure all their personnel are trained on all AFS related contingency equipment to meet mission requirements.

Q8. – Are ANG and AFRC training sites available for use by active duty personnel?

A8. – Yes, but coordination and scheduling with the site POC is a must.

Q9. – Can personnel be individually task certified at the training sites?

A9. – It depends on what site your people receive training.

- RTS – RTSs do not provide instructors. Your unit must send trainers and certifiers.
- STL – STLs provide instructors and will certify personnel. Your commander must identify the instructors in writing as trainers and certifiers and the trainees should hand-carry training records to the training location.
- JIT – Coordinate with the particular site to see what their capability is. If the site has certification capability, your unit must identify the instructors in writing as trainers and certifiers and the trainees should hand-carry training records.